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Title:

Theoretical Development: Specialism, Achievement, Coordination, (SAC) model – Kantian Perspective

ABSTRACT:

From a Kantian perspective, in this discussion, we looked to develop a new multi perspective model to scrutinise psychological processes involved in forming positive decision-making protocols, based on formulated expectations and/or impacts to a positive outcome. Within the study, sales executive research conference, we used aspects drawn from Lyapunov theory, which concerns the behaviour of dissimilar but "*proximate*" resolutions to a specific problem, to investigate dynamic factors of personalised key expectations. This was done in an effort to develop effective attribution linked factors applicable in areas of specialised research (sales). The new structure adopted, called the (SAC) perspective, includes aspects of (Specialism), whereby, Persons or information, which can help, deliver applicable insights and deliver information on the product in the right manner. (Achievement), whereby personalised achievement may be aligned to the objectives of the organisation. (Coordination), whereby, personalised involvement coordination related to activities such as reporting, analysis, relationship building. Utilisation of this paradigm allowed determinable elements of expectation, which, directly linked to specific events and facilitate elements of personalised interest underpinning aspirational outcome(s). Thus, making decision making a more a priori judgment, and therefore, easier to predict and act upon.

Introduction

It is fair to say that investigation around knowledge of natural science and elements of mathematics yield somewhat easily to a 'Kantian' form of analysis. Clearly, fundamentals of synthetic *a priori* judgments of metaphysics can be considered as aspects which are difficult to understand let alone explain. In this circumstance, from a modern business perspective, we can see why many recent attempts to expedite realistic notions of intuition into credible business strategies remain, for the most part, silent. As such, it is justifiable to consider a more metaphysical strategy when reasoning transcendence to experience by facilitating elements of pure reason as strategic starting points for a decision. In this case in a business context.

In this regards, in his theory of knowledge, Kant divided reality into two types: phenomena and Noumena. We experience phenomena only by the senses in the things we see, hear, taste, touch, etc. The Noumena, or the reality behind appearances, the thing-in-itself, can never be known by the senses, and hence cannot be known at all. Noumena, on the other hand, may refer to God or the existence of the soul. Perhaps even linked to salient points of theo-political treatise (Bartuschat, 2010)

As a broad stance of directive application therefore, regarded authors such as Spinoza explain that religion or controlled social interaction, by its nature, is embedded into the very fabric of society and therefore, from a business perspective we can see why intuition, knowledge and experience derive from it (Spinoza, 1689; Spinoza & Willis, 1868; Spinoza, Zweig, & Elwes, 1943). Kant rightly defines this phenomena as a plausible starting point for education, critical consciousness, morality and judgment. It is therefore easy to see why religion, discussed in this context, may be acknowledged as part of fundamental process for development and subsequent personal progress. From a structured business perspective, as is often the case in many business orientated decision making process, authors use this predicate to seek and establish an instance of synthetic a priori and discuss differentials from this point. Kant argues that the possibility of experience a priori concepts become presupposed, such that the predicate of a position is not analytically nor logically contained within the synthetic *(subject).* As such, the truth is verifiable autonomously from experience *(a priori).*

From a Kantian perspective, authors such as (Mueller, 2011; Palmquist, 2008; Timmermann, 2010) introduce the idea of self-revelation; in which someone who is incapable of

understanding the nature of his own knowledge and if this knowledge, which has to be transferred or exchanged, does so as a construct of externalism , or, is cognition and pantheism merely related to the individuals experience. In this regards, (Mendes-flohr, 1979) for example seeks to delineate the position between existentialism and Zionism. In this case the context is somewhat irrelevant but the focus on conflict is the key juncture in terms of tolerance, causality and, in a specific business context, intelligibility, leading to expectation of outcome. This now becomes a critical paradox and significant in the development of any decision-making or exchange juncture as both can be linked to intuitive positioning or judgement. A working or practice based experience in this view, has clear cogency of any proposal, epistemically legitimate or not, therefore, is fundamental in defining what is to be transferred or exchanged to underpin the decision. Generalist authors note that there is developing interest in measurable cooperation (Marchand, Fowler, & Kokanovic, 2006; Servaes & Lie, 2013; Tucker & Thorne, 2013), and many would agree that there is an increased emphasis on examination of productivity based around this view (Ángel Calderón Molina, Manuel Hurtado González, Palacios Florencio, & Luis Galán González, 2014; Dulipovici & Baskerville, 2015; Pérez Mesa & Galdeano-Gómez, 2015).

Justification for the Study

The area and definition of specific 'sales research' has elementary gaps to support an underpinning philosophy, such as those evident in other disciplines. The focus in this study surrounds developing contemporary approaches to structured sales research and looks to advance these to definitive trajectory of understanding based on Kant's Analogies of experience.

Analogies of Experience

Kant considers it appropriate to apply empathetic structure to reality, as we understand it, by assembling *a priori* dictates encompassing possible experiential perspectives. As applied in the Analogies of Experience, each concept of relation establishes one of the preconditions of experience under one of the modes of time: duration, succession, and simultaneity.

Substance: The experience of any change requires not only the perception of the altered qualities that constitute the change but also the concept of an underlying substance which persists through this alteration. Thus, Kant supposed that the philosophical concept of substance is an *a priori* condition for our experience.

Cause: What is more, the experience of events requires not only awareness of their intrinsic features but also that they be regarded as occurring one after another, in an invariable regularity determined by the concept of causality. Thus, Kant responded to Hume's scepticism by maintaining that the concept of cause is one of the synthetic conditions we determine for ourselves prior to all experience.

Community: Finally, the experience of a world of coexisting things requires not only the experiences of each individually but also the presumption of their mutual interaction. Thus, on Kant's view, the notion of the natural world as a closed system of reciprocal forces is another *a priori* condition for the intelligibility of experience.

Thus, this perspective is based on regulative principles imposed in advance on everything we can experience. We are justified in doing so, since only the pure concepts of the understanding can provide the required connections to establish synthetic *a priori* judgments, which can underpin any decision. Unless these concepts are systematically applied, any unity of apperception cannot be achieved, thus no experience can be made intelligible.

Bearing this perspective in mind, a review of current sales orientated literature asserts that contemporary developments in sales management research explain fundamental developments in the area of expectation (Blumberg, 1995; Chen, Peng, & Hung, 2015; Johnson, Barksdale, & Boles, 2001; Rossignoli & Ricciardi, 2015) and the arena between personal selling and broad based buyer interaction (Albers & Mantrala, 2008). A similar view surrounding customer relationship (Chawla & Guda, 2013; Harris, Mowen, & Brown, 2005; Keillor, Lewison, Hult, & Hauser, 2007; Zallocco, Pullins, & Mallin, 2009), has indicated a move toward a more relationship orientated selling solution. This is a similar interpretation to those supported by a definitive customer focused culture discussed by (Craig & Roy, 2004; Dewsnap & Jobber, 2000; Djavlonbek & Triveni, 2010; J. J. Lawrence, Haines, & O'Neill, 2005).

It is therefore easy to see how different kinds of experiences and practices within businesses and organisations are becoming generally accepted as though they are universal and directly relate to personal development and decision making. As a point of opinion, it is therefore unsurprising why this broad based overview dictates the strategic importance of focus within an organisation, however, emphasises a structured and methodical paradigm.

From a research perspective, this equates to difficulty in identification of internal and external influences on which direction to research would benefit. Such as those described by (Ouellet, Facal, & Hebert, 2015) which related to a measurable outcomes, but leaning towards a management or organisational view. Commentators reviewing the performance of the sales person and performance often identify the relationships involved in a research scenario (Krishnan, Peterson, & Groza, 2015). Whereby, are often critiqued from the overture of a personal selling technique, principally, one which revolves around a process of definitive or elemental terms of reference. Wherein, the resulting two-way flow of communiqué is intended to form compatible decision-making processes as an evaluative riposte.

It could be suggested therefore, that the effect of this broad based purview conceals a phenomenon, currently missing from contemporary sales research. Such that, yet, it has been difficult to identify key elements, which directly control the process of continuous analysis from an empirical and somewhat logical critique. Most certainly from any decision making perspective (Polanyi, 1966) and more broadly as an underpinning objective, that is, which elements induce a negative effect on persons involved in the transient or overlapping interaction of research perspective. (Lorimer, 2002; Losee, 1997; Shaw & Davis, 1983).

As such, one could argue that because of the limitations imposed on currently adopted research paradigms, presumably to act as vehicle for interpretation surrounding this interaction, most views become indeterminate of personal relevance and thus, lack substantive rigour in determining measurable differential states. (Becker, Jors, & Block, 2015; Chan, Hsieh, & Y. Chen, 2014; Gu, Tang, & Jiang, 2015). Therefore, most perspectives seek only to separate academic criteria into component part of examination, not examine them as whole or combined influences which may form a single frame of reference for a logical perspective for a decision based solely on desired outcome.

The summarised data from this study will therefore support this argument by indicating the expectation from service users as to what is an appropriate direction for sales related research, and we shall relate this to current literature and studies to approximate an expedient. To underpin this perspective, we looked to establish cogency, from the view of actors involved at decision making levels within sales and selling in some capacity, and tried to align this standpoint for academic pursuit and practical benefit.

To establish a baseline for analytical competence , we also draw from previous work done in the broad area of "sales research" from authors such as (Geiger & Turley, 2003) who discuss Methods in sales research and (Keillor, Parker, & Pettijohn, 2000), who contemplate relationship-oriented characteristics and individual salesperson performance.

Contrary to current research, this study then looks to place these as antecedents to predominant sales research initiatives. Thus, although there are many worthwhile and interesting studies done in the area of effective sales, we argue that there are the better ways to develop strategic areas of sales research, which would appeal to the academic community and from a practical level, to the organisational/managerial community.

Theoretical Framework

Utilising Guba and Lincolns' (1994) structure to encompass research paradigms, and informed by (Whiteley, 2012) structured evaluative process, the overarching framework used within this study could be considered post-positivist (Zaidi, Couture-Carron, Maticka-Tyndale, & Arif, 2014). Determinates of comparable research paradigms (Auh, Spyropoulou, Menguc, & Uslu, 2014; Goebel, Deeter-Schmelz, & Kennedy, 2013; Mallin, O'Donnell, & Hu, 2010); can be drawn from multifarious sales structures and theories, however, by overarching the broad based theoretical paradigm, this study focuses the frame of reference to a specific expectation of the survey participants.

Given the large and often confusing theoretical determinants related to effective sales research, the initial theoretical framework for the study is somewhat broad. Structures which we determined would support robust theoretical interpretation for a pragmatic and determined sales research strategy were drawn from adaptation level theory (Tang, 2014), since this would be reflective of the internal reference which represents expectations in regard to a products value formation. Similarly, aspects of competing theories such as attitude model (Gupta, Melewar, & Bourlakis, 2010) and negotiation theory (Beaulieu, 1987; Bilodeau, 2003; Ruth Wilson & L. Thompson, 2014) clearly needed to be considered as fundamental to the onset framework. However, from the data collected, we would look to develop this into a new multi perspective model to scrutinise psychological processes involved in forming positive research expectations and/or impacts. Thus, importantly, key expectations, which will develop effective

sales research, and those which can be attributed to factors applicable in most areas of specialised 'sales' research–

Table 1: Key underpinnings of new sales related research Paradigm (SAC):

• *Specialist theory :*
▪ *Persons or information which can help deliver applicable insights and deliver information on the product in the right manner.*
• *Achievement theory:*
▪ *Personalised achievement should be aligned to the objectives of the organisation.*
• *Coordination theory:*
▪ *Personalised involvement coordination related to activities such as reporting, analysis, relationship building*

Utilising this paradigm would allow us to determine the expectation of actors to appropriate research events and facilitate elements of research interest, which are not only academically specific, but robust and practical. For example, if we underpin on personal selling as discussed by (Cummins, Peltier, & Dixon, 2016), some key aspirations of research orientated from this perspective would include critique and examination of selling any goods/services or products, directly to the customer.

Thus, require sales professionals to develop systematic approaches to decision making, which are not only efficient, but also flexible enough for differing customer types and situations. Given this elemental baseline, we can now impose a topological paradigm to allow stratification of both objective and subjective frames of reference – from a sales research juncture this would be;

Table 2: Topological paradigm

1. Prospecting - (H. J. Lawrence, Contorno, & Steffek, 2013)
2. Pre Approach - (Keillor, Parker, & Pettijohn, 1999)
3. Approaching the prospect - (Carter, Kaufmann, & Michel, 2007)
4. Sales presentation - (Johlke, 2006)
5. Handling objections (Mabaquiao, 2009)
6. Closing the sale (Wilson, 1996)
    a. *Clarification*
    b. *Psychologically oriented*
    c. *Straightforward*
    d. *Concession*
7. Negotiation (Perkov, Primorac, & Kozina, 2016)
8. Persuasive mechanism (Dierksmeier, 2011)
9. Problem solving strategies (Jehn, De Wit, Barreto, & Rink, 2015)
10. Personal relationships (Henneberg et al., 2015)

A comprehensive review of current literature underpinned the scope of the study and was drawn from over 14 prominent journals with a central focus on research orientated discussion and elemental evaluation.

Table 3 : Review of literature

1.	Journal of Business Ethics (JBE)
2.	Journal of personal selling and sales management (JPSSM)
3.	Psychology & Marketing (P&M)
4.	Journal of Consumer Marketing (JCM)
5.	International marketing management (IMM)
6.	Journal of Marketing (JM)
7.	Journal of Marketing Research (JMR)
8.	Journal of Business & Industrial Marketing (JBIM),
9.	Journal of the Academy of Marketing Sciences (JAMS)
10.	Journal of Business Research (JBR)
11.	Marketing Science (MS)
12.	International Journal of Research in Marketing (IJRM)
13.	Journal of Marketing Theory and Practice (JMTP)
14.	Journal of Applied Psychology (JAP)

A broad but structured evaluation of literal significance as an average over the journals is shown as a % (out of 100) of definition of criteria and was useful in determining the depth and value of the literal significance:

Table 4 : Review of significance

Case Study	34
Methodology	60
Longitudinal	12
Qualitative	78
Quantitative	22
Survey	26
Conceptual	12

Following on from this underpinning, a 9 point evaluation survey , similar to that used by (Angela Titi, 2013) in the area of knowledge sharing was used to help assimilate structured and relevant data as a literature comparative in the area of sales and sales research.

The population sample was mixed male (Group 1) and female (Group 2) of workshop attendees (n=70) who were looking to enhance and develop specialist skills within a sales context. The study used mixed method to identify erosion curves related to stages of personal perspectives and related these to key elements within contemporary research. From a quantitative perspective, the study examined key indicators of sales research expectation and evaluation, in the context of event participants.

Table 5: overview of the participants:

Male ~ Group 1	32	46%	q1	Job/Role level
Female ~ Group 2	38	54%	q2	Area of Expertise
			q3	Sector
			q4	How were you informed of the event
			q5	Knowledge/Interest in sales/selling
Grand Total	**70**		q6	Knowledge/Interest in sales orientated research
			q7	Interested in future events of this nature
Sdev Analysis			q8	Interested in sales workshop involvement
Population Sdev	1.09		q9	Require more information
Sample Sdev	1.05		question response = a,b,c,d	
			Code = 1,2,3,4	
Trend	1.00			

Table (a) shows the interpretive stage of the participant interaction. Table (b) indicated the expectation pretext of the attendees and table (c) indicates the level of academic development in and around sales orientated education.

Table (a): Interpretive Stage~ (SAC) ~Specialist theory	
Q1	**– Job/Role level**
(a)	Exec
(b)	Manager
(c)	Student
(d)	Other – Please Specify
Q2	**– Area of Expertise**
(a)	Sales
(b)	Development
(c)	Training
(d)	Other – Please Specify
Q3	**-Sector**
(a)	Food/Drink
(b)	Service/outsourcing
(c)	Tourism
(d)	Other – Please Specify
Q4	**-How were you informed of the event**
(a)	Email
(b)	Telephone
(c)	Word of mouth
(d)	Other – Please Specify

Table (b): Expectation Stage ~ (SAC) ~Achievement theory:	
Q5	**– Knowledge/Interest in sales/selling**
(a)	High
(b)	Medium
(c)	low
(d)	Other – Please Specify
Q6	**– Knowledge/Interest in sales orientated research**
(a)	High
(b)	Medium
(c)	low
(d)	Other – Please Specify

Table (c): Development stage~ (SAC) ~ Coordination theory:	
Q7	**-Interested in future events of this nature**
(a)	High
(b)	Medium
(c)	low
(d)	Other – Please Specify
Q8	**-Interested in sales workshop involvement**
(a)	High
(b)	Medium
(c)	low
(d)	Other – Please Specify
Q9	**-Require more information**
(a)	High
(b)	Medium
(c)	low
(d)	Other – Please Specify

This allowed the study to ensure determinates for both assumptive and categorical data flows for each section by developing a dynamic asymptotic significance range based on Kants original perspective. This is shown in the following data sample extract at (Q5) *(SAC) ~Achievement theory ~* from the original survey done at point. Additionally, likelihood ratios collected either linearly or ad hoch supported the following table which indicated the gender specifics of the sample group and indicated the asymptotic significance of each gender related to the *(SAC)* model of significance.

Thus for Q5 the likelihood of a significant relationship to sales via research would be – 3.839, indicating that the *(SAC)* approach would likely be beneficial to this group indicated as an asymptotic significance of 0.279. – Thus, no difference for men or women.

		Q5				
		1	2	3	4	Total
	Female	8	12	11	7	38
	Male	6	9	5	12	32
Total		14	21	16	19	70

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.794[a]	3	0.285
Likelihood Ratio	3.839	3	0.279
N of Valid Cases	70		

The overview allowed a combined perspectives for each *(SAC)* section both academic (literature) and managerial to be immediately identifiable from a centralised frame of reference around the perceived benefits of research in sales.

This allowed a levelled starting assumption to be considered as an element of research, which is capable of delivering a wide-ranging comparative overview of sales and sales development, but at the same time delivering actionable and practical sales research, which would be relevant to this population.

Therefore,

H0: there is a specific gender relationship to sales (thus sales research) $p\ (Xi > yj) = 1/2$

H1: There is no specific gender relationship to sales (thus sales research) $p\ (xi > yj) \neq 1/2$

Wherein assimilation of a two-tailed test where xi is an observation of the first sample and yj is an observation of the second.

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Q1	70	3	1	4	2.74	0.755	0.571	-0.569	0.287
Q2	70	3	1	4	2.37	1.106	1.222	0.270	0.287
Q3	70	3	1	4	2.77	0.995	0.990	-0.247	0.287
Q4	70	3	1	4	1.54	0.793	0.629	1.203	0.287
Q5	70	3	1	4	2.57	1.098	1.205	-0.018	0.287
Q6	70	3	1	4	2.47	1.151	1.325	0.101	0.287
Q7	70	3	1	4	2.33	1.164	1.354	0.288	0.287
Q8	70	3	1	4	2.70	1.026	1.054	-0.271	0.287
Q9	70	3	1	4	2.61	1.195	1.429	-0.200	0.287

Basic Lyapunov theory, similar to that adopted by (Yogalakshmi, 2015) was used to test the stability of association between established research entities of sales outcome experienced within the population and gauge the quality of the actual amount of sales research literature in a specific area. From this starting point, analysis consisted of the development of both textual and graphical clarification, and for simplification, will be split into 3 comparable sections linked to the previous section.

This indicates interaction with sales research initiatives and allows a baseline to be established for gender influence or bias, relative to observation and academic underpinning from a theoretical perspective. Whereby, the highest number of possible (*paired*) comparisons is (*NxNy*), wherein, nx equals the observations group 1 and ny equals the observations in group 2. This process now allowed us to formulate an evaluation sensitivity for each group and applied to a dependant variable as a literature perspective.

Thus, the is based on the comparison of each *(SAC)* observation point from the first gender group with each observation from the second gender group with a relationship to experience of an event and academic awareness. Thus, relative to sales research in an academic or practical existence as a frame of reference for the participant, from this population, each datum of group 1 will have an equal chance of being larger or smaller than each datum of group 2, that is to say a probability p of one half (1/2).

From this perspective, this study was able to ascertain a deeper understanding of contemporary issues, specifically between key variables recognised as contributing to “sales” effectiveness and how this could underpin future research trajectory based on a decision making protocol.

For this study, we also include interpretation of variable determinants such as: expectations (Aggarwal, Castleberry, Ridnour, & Shepherd, 2005), communication (Atkinson & Butcher, 2003), and feedback (Andiola, 2014). Furthermore, current main areas of sales person orientated literature (Chaker, Schumann, Zablah, & Flint, 2016) , sales outcomes (G. Wang & Netemeyer, 2004) or specific sales research (Goebel et al., 2013), concentrate on and are often restricted to the examination of the sales outcome (Kraus, Haumann, Ahearne, & Wieseke, 2015; Shannahan, Shannahan, Bush, & Moncrief, 2016; G. P. Wang & Miao, 2015).

Conclusion:

Initial findings indicated a high level of misunderstanding when defining substantive 'sales research' and this was emphasised by the broad nature of what "sales research" might be. This indicated the broad based nature of the interpretive stage, that is to say, "what was the nature of the event in relevance to sales research". This conflicts with much of the current literature in the sales research arena, which examined the consequences success or effective sales from a single practical perspective. Contrary to previous studies, subjects in this study found it difficult to be exact about which specific sales research trajectory would be best for them as a sales orientated research objective. From the initial data collected and the intermediate analysis – at least around gender interest, we can see that although there was initially a majority of interest from female participants. However, we would predict that the current research trajectory would be most appealing to male participants in the longer term.

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